CAFC-91-05M

CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF FACULTY COUNCIL MEETING - MAY 17, 1991

Present: C. A. Ross, Chair (Acting Dean)
D. Acland (Acco.), B. Barbieri (Mktg.), A. Brodt (Fina.), L. Brunet (CGSA), K. Cox (CASA), R. Curnew (Acco.), T. Dowd (CASA), A. Farhoomand (DS&MIS), K. F. Gheyara (Acco.), Z. Gidengil (Mktg.), S. K. Goyal (DS&MIS), S. Hoffman (Lib.), B. Ibrahim (Mana.), A. Jalilvand (Fina.), G. Johns (Mana.), D. Kira (DS&MIS), V. H. Kirpalani (Mktg.), H. Kotsovos (CGSA) K. Kruse (CASA), L. Kryzanowski (Fina.), J. Nader (Fina.), R. J. Oppenheimer (Mana.), D. Otchere (Econ.), C. S. Patterson (MBA), P. Regimbald (Liaison), F. L. Sbrocchi (Assoc. Dean), M. Sharma (DS&MIS), R. O. Wills (Assoc. Dean)

Absent with regret: T. Booth, B. English, G. J. Gouw, T. Mancini, J. McGuire

I **Call to Order**
The meeting was called to order at 09.35.

II **Closed Meeting**

[redacted]

[redacted]

[redacted]

III **Open Meeting**

IV **Approval of the Agenda - CAFC-91-05A**

IT WAS MOVED BY R. CURNEW AND SECONDED BY K. COX THAT THE AGENDA, CAFC-91-05A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

V **Approval of the Minutes of the Previous Meeting - CAFC-91-03M and CAFC-91-04M**

The following amendments were agreed to: a) CAFC-91-03M and CAFC-91-04M: add L. Kryzanowski to attendance list. b) CAFC-91-04M, p. 3, item 3, paragraph 3 - delete "It was suggested that the poll apply only to the short-list of internal candidates."

IT WAS MOVED BY V. H. KIRPALANI AND SECONDED BY D. ACLAND THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD APRIL 8, 1991, CAFC-91-03M, BE APPROVED AS AMENDED ABOVE.

THE MOTION WAS CARRIED.

IT WAS MOVED BY H. KOTSOVOS AND SECONDED BY J. NADER THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD APRIL 26, 1991, CAFC-91-04M, BE APPROVED AS AMENDED ABOVE.

THE MOTION WAS CARRIED.

VI **Chairs Remarks and Question Period**

The Chair welcomed Helen Kotsovos and Louise Brunet who will represent the CGSA on Faculty Council during the 1991-92 academic year. The Chair thanked Professor Joy, Lucille Hreha and Claire McKinnon for their efforts in producing the current Academic Activities Booklet. In conclusion the Chair advised that a Faculty Task force has been struck to consider the establishment of an Advisory Board for the Faculty. The Task Force is composed of the Dean, C. S. Patterson, V. H. Kirpalani, J.-P. Brunet, H. Colas, M. Donaldson and U. Santos.

The Chair responded to questions asked at the previous meeting. With regard to strategic space planning, the Chair noted that the current **Thursday Report** featured an up-date and critical path for strategic space planning. With regard to funding for the Business Communications course, he advised that response has not yet been received from Dr. Cohen. With regard to Faculty salary adjustments, the Chair advised that he followed the terms of the collective agreement in examining both equity and market conditions. He noted that recommendations are based on objective data only.

In response to a question about the gender equity salary adjustment procedure, the Chair explained that the process is intended to identify systemic discrimination resulting in lower salaries for female faculty members and to ensure appropriate adjustments where necessary. It was suggested that basing salary adjustment on objective measures such as gender, age, years of service etc. may decrease the motivation of productive faculty members who feel the reward system is unrelated to performance and productivity. The Chair stated that suggestions or guidelines as to how to measure research, teaching and service productivity fairly would be most welcome. The Chair recommended that further comments be reserved until the documentation describing the gender equity salary adjustment process is made public.

With regard to the motion adopted at the April 26th meeting of Council regarding candidates for the position, Dean, Faculty of Commerce and Administration, the Chair advised that Dr. Sheinin has forwarded the procedures established by the Board of Governors which are to be followed requesting the Faculty Council members be informed of the process. After some discussion, it was agreed that the following documentation be distributed to all Faculty Council members: The Vice-Rector, Academic's response to Faculty Council, the Search Procedures established by the Board of Governors, Dr. Kryzanowski's response to the Vice-Rector, Academic, and Dr. K. Gheyara's response to the Vice-Rector, Academic (when available). It was further agreed that a formal response could be drafted and forwarded to the Faculty Council

Steering Committee for discussion at the next Faculty Council meeting.

VII **Business Arising from Previous Meetings**

1. **Concordia Transportation Management Centre and Concordia Pharmaceutical Management Centre Annual Reports to Faculty Council - CAFC-91-03A-04**
IT WAS MOVED BY A. JALILVAND AND SECONDED BY M. SHARMA THAT FACULTY COUNCIL ACCEPT THE CTMC AND CPMC ANNUAL REPORTS TO COUNCIL AS PRESENTED IN DOCUMENT CAFC-91-03A-04.

THE MOTION WAS CARRIED.

2. **Department Feedback - Revision of the Course Evaluation Form - CAFC-91-01A-03 and CAFC-91-09A-01**
It was agreed that the various submissions be examined and consolidated prior to further discussion at Council.

IT WAS MOVED BY K. GHEYARA AND SECONDED BY S. GOYAL THAT DOCUMENTS RELATED TO THE REVISION OF THE COURSE EVALUATION FORM (CAFC-91-01A-03 AND CAFC-91-09A-01) BE FORWARDED TO THE FACULTY OF COMMERCE AND ADMINISTRATION EQUITY COMMITTEE. THE COMMITTEE IS MANDATED TO PROVIDE FINAL RECOMMENDATIONS TO FACULTY COUNCIL.

The Chair, who is Chair of the Equity Committee, gave assurances that the meeting of the Faculty Equity Committee dealing with this issue would be open to students.

THE MOTION WAS CARRIED (8 in favor, 3 opposed, 8 abstentions).

The Chair advised that the members of the committee are: Professors R. Crawford, U. de Brentani, L. Shanker, M. Buyukkurt, B. Barbieri.

VIII **Report: Commerce Undergraduate Curriculum Committee**
There was no report.

IX **Report: Graduate Studies and Research**

1. **Revised Mandate for MBA Committee - CAFC-91-05A-02**

ON BEHALF OF C. S. PATTERSON, IT WAS MOVED BY J. NADER AND SECONDED BY A. FARHOOMAND THAT FACULTY COUNCIL ACCEPT THE REVISED MANDATE FOR THE MBA COMMITTEE AS ARTICULATED IN DOCUMENT CAFC-91-05A-02.

THE MOTION WAS CARRIED.

X **Reports from Faculty Representatives on University Committees**

1. **University Senate**
There was no report.

2. **Arts and Science Faculty Council**
There was no report.

3. **Senate Academic Planning and Priorities Committee**
R. Curnew reported that the last two meetings concerned the process of reviewing units within the University in accordance with government guidelines. In response to a question, Professor Curnew confirmed that the documentation describing the forthcoming review process will go to Senate for approval without input from the Faculty Councils. It was noted that the process described is a flexible set of guidelines which will be amended as each review is conducted. The Chair stated that the document to be approved at Senate confirms the University's commitment to the principle of academic review in accordance with the demands of the Ministry of Education. In terms of policy, he assured Council members that the Faculties will have the opportunity to design the structure of their reviews. In response to a question, R. Curnew advised that the goal of the review is to evaluate and identify areas for improvement. He added that, at this point, resource implications are not being considered.

4. **Senate Academic Programmes Committee**
R. O. Wills reported that the committee approved the revisions for the DS&MIS Department, the changes to the Health Care programme in the Diploma in Institutional Administration and the establishment of the Airline Option of the M.B.A. Programme (IATA).

5. **Senate Research Committee**
There was no report.

6. **Academic Services Committee**
There was no report.

7. **University Library Committee**
B. Ashforth's report, CAFC-91-05A-03, was accepted.

T. Dowd encouraged the Faculty to support the ABI/INFORM system at a cost of $20,000 U.S. per year. The Chair advised that the issue is being considered by an ad hoc committee composed of one faculty member and CASA's V-P, Finance.

8. **Fellowships, Scholarships and Awards Sub-Committee**
A. Farhoomand reported that the list of recipients for the 1991-92 year was approved at the last meeting. Approximately eighty undergraduate students will be awarded $1,000.

9. **Sub-Committee on Academic Computer Policy**
There was no report.

10. **Computer Resource Committee**
There was no report.

11. **Board of Governors**
V. H. Kirpalani reported that the Search Committee for the Dean, Faculty of Commerce and Administration was ratified at the last meeting.

12. **Board of Graduate Studies**
There was no report.

13. **Student Administrative Services**
There was no report.

XI **New Business**

1. **Annual Report - International Exchange Programme**
J.-M. Bourjolly reported that a major component of the programme is the administration of the Canada-China Management Education Programme. Other components include the administration of student exchanges, faculty exchanges, establishing new agreements in other schools and the maintenance of current agreements. In addition, the mandate of the Director of the programme includes seeking out externally funded programmes to link with the Faculty, similar to the Canada-China Management Education Programme.

With regard to the Canada-China Management Education Programme, Professor Bourjolly noted that the major difficulty encountered this year is the decision of the government of China to refuse permission for their students to leave the country because the majority of students over the past years have not returned to China upon completion of their studies. An agreement has recently been signed for a 3.5 year period which provides a balance in activities by increasing the amount of faculty activities in China. Professor Bourjolly advised that this year is the first year the programme has been administered by Concordia and this involved the hiring and training of staff, establishing new offices and setting up a financial system compatible to both CIDA and Concordia.

With regard to student and faculty exchange, Professor Bourjolly advised that procedures have been established to ensure a flow of information from the International Exchange Programme Office and all other areas in the University concerned. Two booklets have been published, one for graduate students and one for undergraduates students, to explain the exchange procedures.

With regard to new links, Professor Bourjolly advised that negotiations are in progress in France, Spain, Italy and Germany. He noted that future plans include setting up an International M.B.A. Programme in Sweden, Germany and France.

With regard to new externally funded programmes, negotiations are taking place with the University of the West Indies, to help establish an undergraduate programme in Accountancy and to assist in their newly established Executive MBA Programme. CIDA provided $5,000 in seed money which funded the visit of the delegation of the UWI which is scheduled next week. Also in progress is a potential agreement with the University of Costa

Rica to assist in establishing graduate programmes for the M.B.A., M.Sc.. An application has just been submitted to CIDA for funding to host a delegation from Costa Rica. It is expected that a joint application with the UWI will be made for a grant of $200,000 this year and next year an application with the University of Costa Rica is planned. Professor Bourjolly pointed out that in addition to the funds provided, each grant provides for human resources - one assistant and one secretary - which enables the Faculty to take a more pro-active role in international exchange.

With regard to planning for the next year, Professor Bourjolly plans to expand operations in Europe, to pursue the establishment of an International MBA Programme, to continue negotiations with Trinidad and Costa Rica and to launch a major advertising campaign within Concordia to encourage students to study abroad. Professor Bourjolly pointed out that studying abroad has become compulsory in most European business schools. Lastly, Dr. Bourjolly advised that a bi-annual newsletter and the establishment of a faculty advisory committee are also in the plans for the coming year.

During the ensuing discussion period the Chair explained that the selection of new linkages is in some cases related to the ability of the Faculty to assist in the educational development in less developed areas which is a prime criterion for obtaining CIDA funding. He pointed out, that in addition to becoming recognized in international education, the Faculty and the International Exchange Programme benefit by the resources provided.

Professor R. O. Wills assumed the role of Chair for the balance of the meeting.

It was recommended that the Canada-China Management Education programme be re-evaluated in light of the repressive political situation in China.

In response to a question, Professor Bourjolly briefly outlined the faculty and student exchanges with the University of Gotenburg, CERAM and HEC. It was noted that further expansion should be based on specific objectives and academic criteria. With regard to the criteria, Professor Bourjolly stated that institutions with reputable academic credentials in countries on the eligibility list for CIDA funding were considered. He noted that the link with Costa Rica was suggested by the Vice-Rector, Academic because of the success of the current linkage with Concordia's Faculty of Engineering.

After further discussion, it was agreed that Professor Bourjolly would submit a written annual report along with a draft of the objectives of the programme and criteria for the selection of future linkages for discussion at Faculty Council.

2. **Development of Faculty Election Policies**
Professor Sharma advised that there has been a great deal of controversy among faculty members regarding eligibility to vote in Faculty elections and requested that a committee be struck to assist the Election Officer in developing clear policies for Faculty elections. It was agreed that the Dean form a task force to work with Professor Sharma to set guidelines and report back to Faculty Council.

XII **Other Business**

1. **Elections - CAFC-91-05A-04**
The following faculty members were elected:

Senate - Professor L. Kryzanowski was elected for a three year term effective June 1, 1991 and terminating May 31, 1994.

Academic Planning and Priorities Committee - Associate Professor A. Hochstein was elected to replace R. Curnew for the balance of a three year term - June 1, 1991 - May 31, 1992.

Academic Programmes Committee - Associate Professor L. Shanker was elected to replace R. Lande/B. English for the balance of a three year term - June 1, 1991 - May 31, 1992.

Senate Research Committee - Professor V. V. Baba was elected to replace U. de Brentani for the balance of a three year term - June 1, 1991 - May 31, 1992.

Undergraduate Student Request (& Appeals) Committee - Professors L. Boyle, M. Sharma and B. Baran were elected for a one year term - June 1, 1991 - May 31, 1992.

Faculty Awards Committee - Associate Professor L. McGown was elected to replace B. Ibrahim on the Faculty Awards Committee for a minimum term of 1 year.

Visiting Lecturers Committee - Associate Professor B. Ashforth was elected for a 1 year term - June 1, 1991 - May 31, 1992.

XIII **Next Meeting**
It was agreed that the May 31st meeting of Faculty Council be cancelled. The next meeting of Faculty Council will take place in September 1991. The schedule of meetings for the 1991-92 year will be forwarded to members of Council in July.

It was agreed that the Summer quorum for an emergency meeting of Faculty Council is one-third of the membership.

The meeting was adjourned at 12:45.